

Mayor's Goals and Initiatives for 2008

The 2008 budget focuses on achievement of the goals of the Columbus Covenant in order to reach our vision “to be the best city in the nation in which to live, work, and raise a family.” Those seven goal areas are:

- **Neighborhoods** – engage and promote strong, distinct, and vibrant neighborhoods
- **Safety** – enhance the delivery of safety services
- **Economic Development and Technology** – provide an atmosphere that promotes job creation and economic growth in existing and emerging industries
- **Education** – encourage and promote participation in learning opportunities
- **Downtown Development** – develop a vibrant and thriving downtown that is recognized as an asset for the region
- **Customer Service** – provide quality and efficient service delivery to customers using “best practices”
- **Peak Performance** – invest in all city employees and develop systems that support a high-performing city government

For each of these seven goals, the administration has identified key initiatives – referred to as strategic priorities – that will advance the achievement of these goals. These strategic priorities are outlined in the individual department sections that follow. Many of these initiatives cross over department lines, requiring city departments to work collaboratively to ensure the success of these initiatives.

In addition, we will continue to implement the Get Green Initiative. Get Green Columbus is a multi-faceted initiative for the city to craft environmentally sound policies, build healthier neighborhoods, and protect the community's air and water, all while encouraging the development of green buildings and jobs in Columbus.

In addition to initiatives in support of the seven goal areas of the Columbus Covenant, each department has created individual sets of goals, objectives and performance measures that will provide city residents and elected officials with information regarding the quality, quantity, and efficiency of the services they deliver. These performance indicators are presented in each respective department's section of the budget, along with measurement data, if available.

Some of the city's major innovations and undertakings in 2008 are also presented below, organized by goal area.

Neighborhoods

- As part of the **Home Again initiative**, acquire and rehabilitate 25 residential structures in defined strategy areas to initiate neighborhood revitalization, demolish a minimum of 50 residential structures that are too deteriorated to be rehabilitated, and undertake roof repairs on 115 houses in order to preserve housing stock and enable low income families to stay in their homes. Home Again is also an opportunity to bring green building standards to our inner-city homes, by making all of these rehabilitations into high-performing, energy efficient homes.
- Continue work with Metro Parks and Audubon Ohio on the development of approximately one-half of the **Whittier Peninsula** into a large downtown park natural area; this site will be divided into two major parts - an urban park with an Audubon Society facility and a natural area. The remaining portion of the Whittier Peninsula will be assessed for possible recreational uses.
- Continue the process of developing the **Whittier peninsula** as an innovative green development, in coordination with Metro Parks, Audubon Ohio, the community and the private sector.
- Design will be completed in 2007 and construction is expected to begin in early 2008 on the new **Westside neighborhood family health center** to serve residents of Franklinton, the Hilltop, and Westland. This center will be a certified green building, as measure by the Leadership in Energy and Environmental Design (LEED).
- The city will collaborate with residents of the South Side, the Columbus Neighborhood Health Centers (CNHC) and other community partners to secure funding and find a permanent location for a **new Maloney family health center**. The center will provide much needed health services for south side families and help spur economic development in the area.
- Assist immigrant and refugee families by addressing cultural awareness, educational activities, affordable housing, health services and assistance with job and business ownership opportunities through the **New Americans Initiative**.
- The Mayor's Office, along with support from all city departments, will continue planning for Columbus' **2012 Bicentennial Commission** using focus groups and neighborhood regional meetings.
- Continue to make our neighborhoods more connected through the **Bicentennial Bikeways Master Plan**. This plan will identify, evaluate, prioritize, and recommend future connecting links to create a complete section of bikeways within, and connecting to, the City of Columbus.

Safety

- The 2008 budget funds a **police recruit class** of 50 beginning December 2007, a class of 30 in July 2008 and a class of 50 in December 2008. For **Fire**, the budget funds a class of 35 in December 2007 and 20 in December 2008. Police and Fire class sizes are related to projected police and fire retirements and to the

Deferred Retirement Option Plan (DROP) and could be adjusted based upon the number of retirements.

- Modify and expand police officer testing to support **diversity efforts** as well as supplement the applicant pool to meet the city's hiring needs.
- A spring, summer, fall **Police Strike Force** is budgeted in 2008 to enhance and extend efforts to prevent crime, reduce violence, and remove illegal firearms from our streets.
- Complete the construction of a **neighborhood-policing center** in conjunction with The Ohio State University, and a new neighborhood-policing center on the Far East side for the relocation of Police sub-station #14. Both centers will be green, LEED certified buildings.
- Increase the target areas for the implementation of the **photo red light** traffic enforcement system designed to promote maximum vehicular and pedestrian safety at targeted locations in the city.
- Complete construction of a fire station on West Broad Street in Franklinton and begin construction of a fire station on Waggoner Road on the far-east side, **Stations #10 and #35**, respectively. Both stations will be green, LEED certified buildings.
- Relocate and begin construction of a **new heliport** to include an apparatus bay to house police helicopters.
- Finalize a decision on a new location for the **city's impound lot**, moving it from its current location on the Whittier peninsula to a new location with additional space.
- Implement a computer-based **staffing and overtime management system** utilizing state-of-the-art information and telephone technology designed specifically for the complex needs of public safety force staffing.
- Continue departmental and community planning to prepare and respond to a range of **disasters or emergencies**, including bioterrorism and a potential pandemic influenza outbreak. Community leadership, public education and staff training will continue in 2008 with an emphasis on providing the highest level of public health protection possible for all Columbus residents.

Economic Development and Technology

- Coordinate and **support key economic development projects** including Northland Village, Gowdy Field, Parsons Avenue, West Broad Street, Port Columbus Joint Development Area, and the King-Lincoln District.
- Facilitate the growth of the **Rickenbacker multimodal hub** by establishing a multi-jurisdictional joint economic development district (JEDD) to help fund needed infrastructure costs.
- Implement an **economic development system** focused on business retention, expansion, and attraction of primary jobs and investment.
- Continue implementation of the **Get Green Columbus** initiative by focusing on green development, green business incentives, and encouraging green

residential development. Continue implementation of the city's environmentally preferable purchasing.

- Continue to support **regional economic development strategies** of advanced logistics, small business development, and technology-based companies.
- Create an **economic development website**.

Education

- Sustain **after-school and summer initiatives** that expand the educational opportunities available to children within the City of Columbus.
- Support **summer workforce employment** opportunities for youth.
- Continue to work with city leaders to evaluate strategic educational initiatives that complement and **enhance the services provided by public schools**. Make recommendations regarding best practices in addressing educational needs of students.
- Enhance the **safety infrastructure** near and around schools through the installation of sidewalks, signage, and flashing signals through "operation sidewalks".
- Encourage an increase in recycling efforts by promoting **free drop-off recycling** containers at every Columbus City School.

Downtown Development

- Support the Ohio Department of Transportation (ODOT) during construction of the **Main Street bridge**, and in planning for the **Rich Street bridge**.
- Continue to collaborate with the State of Ohio, the Mid-Ohio Regional Planning Commission (MORPC), Franklin County, and key stakeholders in the **Interstate-70/71** planning process.
- Work with government partners (ODOT, MORPC, and the Franklin County Engineer's Office) on **downtown circulation and mobility efforts**.
- Identify funding for the first phase of the **Scioto Mile connector** park project.
- Along with county and private sector contributions, provide city support for **COSI**.

Customer Service

- Provide citizens with access to city services and city information through the operation, support, and promotion of the **311 Call Center**.
- Implement the co-located **One-Stop-Shop (OSS)** initiative and work on delivering the concept of a true one-stop-shop by improving the allocation of resources and personnel, including refining financial and tracking reports for the OSS.
- Continue the comprehensive plan for Columbus' sewer system to fully address the **city's wet weather overflows** and basement backup problems. Committing

to a \$2.5 billion investment over the next 40 years, the plan will bring Columbus into full compliance with two Ohio EPA consent orders.

Peak Performance

- Begin year three of **Columbus*Stat**, the city's systematic process of performance analysis, achievement recognition, and accountability for all city services.
- Continue to support the measurement and management of service delivery performance citywide through the development of a **performance information infrastructure** that will enable city managers to accurately define residents' service needs and to optimize service delivery systems around those needs.
- Collaborate on the initiative to replace all or portions of the city's **human resources information system (HRIS)** applications components and the central payroll system.
- Develop and utilize a standard citywide system **to track the progress of various capital infrastructure improvement projects** to help departments keep their capital projects on-time and within-budget, ensuring that city tax dollars are spent efficiently and that projects are proceeding as expeditiously as possible.
- Continue to expand geographic information system (GIS) capabilities and the public's access to GIS-based information via the internet on capital improvement projects through the city's **"My Neighborhood"** portal.
- Continue to implement the recommendations in the **space needs study/master plan**, including the move of the Recreation and Parks Department, the Department of Technology, and the city's 311 operation to the Jerry Hammond Center located at 1111 East Broad Street, and the design and commencement of construction of a renovated 120 West Gay Street (Old Police Building).
- Complete construction of the **new fleet maintenance facility** which will consolidate current maintenance operations and the administrative offices into one location. The facility will increase the space to service vehicles and provide adequate parking and improved security, thereby improving customer service.

